

Project Title: Programme on Assistance for Camp Transformation through Inclusion, Violence Prevention, and Economic Empowerment (PROACTIVE)

Project Number:

Implementing Partner: United Nations Development Programme

Start Date: 07 January 2022 **End Date:** 06 January 2024 **PAC Meeting date:** TBD

Brief Description

The passage and ratification of the Bangsamoro Organic Law, which was immediately followed by the appointment of the Bangsamoro Transition Authority (BTA), marked a significant milestone in the Peace Process between the Government of the Philippines (GPH) and the Moro Islamic Liberation Front (MILF), which can pave the way to better stability and social cohesion in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). However, and two years following the launch of the BTA, the full-scale transformation of MILF camps into viable, progressive and peaceful communities is still pending. While many smaller scale and laudable steps have been taken in this regard, they have not yet cohered into a critical mass of impact. The efforts of the national government and the parties to the peace process have been stymied by the impact of COVID 19.

With the support of the European Union, and in consultation with relevant stakeholders, the United Nations Development Programme (UNDP) developed Project PROACTIVE with the objective of contributing to efforts in enhancing local capacities to facilitate transition and transformation of the six (6) major declared camps of the MILF into peaceful and productive communities. The project will pursue the following indicative outputs: (1) enabling environment for sustainable employment and enterprise development created; (2) initial peace dividends delivered, and confidence-building promoted, through improved access to basic communal services and facilities; and, (3) social cohesion and community resilience strengthened through enhancing capacities and participation of local stakeholders—including women, youth, and faith-based leaders—in peacebuilding, promoting a culture of peace, and conflict transformation.

The project will be implemented through direct implementation modality.

Contributing Outcome (UNDAF/CPD, RPD or GPD):

UNDAF/CPD Outcome 3: Capacities of claimholders and duty-bearers are strengthened to promote human rights, inclusivity, integrity, accountability and rule of law in governance

Indicative Output(s) with gender marker²:

1. Enabling environment for sustainable employment and enterprise development created (GEN2)
2. Initial peace dividends delivered, and confidence-building promoted, through improved access to basic communal services and facilities. (GEN2)
3. Social cohesion and community resilience strengthened through enhancing capacities and participation of local stakeholders—including women, youth, and faith-based leaders—in peacebuilding, promoting a culture of peace, and conflict transformation. (GEN2)

Total resources required:	USD 4,405,199.43	
Total resources allocated:	UNDP TRAC:	
	Donor:	EUR 3,903,657.51
	Government:	
	In-Kind:	
Unfunded:		

As Agreed (By):

UNDP

DocuSigned by:



Print Name: EDWINE CARRIE, Deputy Resident Representative

Date: 06-Mar-2022

¹ Note: Adjust signatures as needed

² The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select one for each output: GEN3 (Gender equality as a principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

I. DEVELOPMENT CHALLENGE

(i) A Gradual Start

The passage and ratification of the Bangsamoro Organic Law, which was immediately followed by the appointment of the Bangsamoro Transition Authority (BTA), marked a significant milestone in the Peace Process between the Government of the Philippines (GPH) and the Moro Islamic Liberation Front (MILF), which can pave the way to better stability and social cohesion in the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM). However, and two years following the launch of the BTA, the full-scale transformation of MILF camps² into viable, progressive and peaceful communities is still pending. While many smaller scale and laudable steps have been taken in this regard, they have not yet cohered into a critical mass of impact. The efforts of the national government and the parties to the peace process have been stymied by the impact of COVID 19.

(ii) The Impact of COVID 19

The medical impact of the pandemic has been low in BARMM, but the lockdown has led to widespread economic disruption for poorer communities that have lost access to markets and seen local value chains broken. Credit and capital for farming and fisheries have become scarcer. In remoter MILF camps, the downturn could lead to increased recruitment by extremist groups, who have significantly increased the circulation of misinformation, and of views depicting the pandemic as divine retribution. Horizontal conflicts have increased since the lockdown because local mediation capacities could not be deployed in time, and existing violence has become even more complex in some instances, with additional displacement. There is also a wider risk that a failure to implement more effective COVID 19 recovery plans and programmes for MILF camps and communities could discredit the transitional government and stall the BARMM experiment.

(iii) Community led transformation of camps and communities

While immediate cash grants and access to services such as PhilHealth will be an important first step for decommissioning combatants, what will make or break the transition is whether commanders can work with their combatants to establish viable models for the economic transformation of their communities that will generate sustainable livelihoods based on existing or new value chains; ensure community resilience and security; and conserve the local culture and environment. Several commanders are already taking steps to organize their communities into cooperatives that can achieve these goals. These steps should be urgently supported. The emergence of viable economic communities from previously armed camps was central to rapid economic growth in Aceh, and hold deep promise for Bangsamoro also, especially if women, youth, and faith-based leaders are involving in facilitating this transformation.

(iv) Financial inclusion

In addition to the right type of economic organization, MILF camps and communities will also need access to finance, especially through Islamic micro-finance, and to markets, capital, and strategic infrastructure. Again, the time to start building these assets is now.

(v) Recurring violence, including involving current and former combatants

Recurring violence is already being seen in the Maguindanao province where severe cycles of violent conflict, several involving current or former combatants from armed groups, have become endemic in areas such as the SPMS Box³ and South Upi. The impact of horizontal local conflicts, violent extremism, and the actions of private armies have led to one of the highest levels of displacement globally, and MILF camps and communities are likely to be affected. Camp transformation cannot take place successfully unless the drivers of this violence are addressed. MILF camps and communities will need strong local

² (1) Camp Abubakar as-Siddique in Maguindanao; (2) Camp Bushra3 Somiorang in Lanao del Sur; (3) Camp Rajamuda in North Cotabato and Maguindanao; (4) Camp Badre in Maguindanao, Sultan Kudarat, South Cotabato, and Sarangani; (5) Camp Bilal bin Rabbah Darul Shuhadah in Lanao del Norte and Sur; and, (6) Camp Omar ibn al-Khattab in Maguindanao.

³ Philippine military defined geographic area referring to the contiguous towns of Shariff Aguak, Pagatin (Datu Saudi Ampatuan town), Mamasapano, and Shariff Saydona, where the Bangsamoro Islamic Freedom Fighters (BIFF) operates

early-warning-and-response systems, and “community security platforms,” as a critical component of their transformation.

(vi) Building new capabilities for camp commanders, and their associates

The successful transformation of camps will require not just leaders that can mobilize resources, but also those can lead the equitable development of their communities; allocate resources on the basis of inclusion and consensus; and resolve local conflicts before they severely disrupt development gains or deter investment. Effectively, MILF commanders, and their deputies and associates, will have to play these roles, or find ways to support local authorities to do so. These capacities and relationships current do not exist in a significant manner and will require a major investment by the parties to the peace process and by development partners.

(vii) Transition to civilian roles

The role that combatants play following their decommissioning, as well as the continued status of their parent organizations, can make or break a transition. In Nepal, Aceh, and El Salvador, former armed groups morphed rapidly into political parties and social movements, providing not just a continued organization and purpose to their members, but also alternate venues for those who want to struggle peacefully for an inclusive peace and equitable development. This is especially critical in Bangsamoro where the MILF has been an important bulwark against violent extremism. Camp transformation will only succeed in the context of wider transformation of the MILF into a political party and social movement.

(viii) Inclusion and participation of women, youth, indigenous peoples (IPs), persons with disabilities (PWDs), and other vulnerable sectors in BARMM

While the inclusion of women, youth, Indigenous Peoples and other vulnerable sectors has been enhanced during the transition period, there stills exist critical challenges related to meaningful participation, empowerment and leadership among these groups. In particular, the intersection of horizontal conflicts and violence, climate insecurity, natural disasters and COVID-19 have increased vulnerabilities among these sectors. For example, women’s vulnerabilities have been further aggravated by the COVID-19 pandemic, and manifested in loss of mobility, livelihood and income as well as limitations in participation in political decision-making processes. In addition, patriarchal norms have also played a role in hindering women’s meaningful participation, empowerment and leadership in the region.

Evidence from UNDP initiatives, including those supported by the EU, shows that women in communities, including MILF camps, play critical roles in alerting their peers and families when young persons are at the risk of severe alienation or extremist recruitment, and in taking preventive measures. The UNDP-assisted Women Insider Mediators’ Rapid Action and Mobilization Platform includes members of the Bangsamoro Islamic Women Auxiliary Brigade (BIWAB), the MILF’s all-female non-combatant support group, who have played these roles as have other members of the platform. With further assistance, these roles could be made more systematic and have a larger impact, especially in camps that have “bled” younger members to more extremist groups.

Relative to youth, COVID-19 brought about challenges in accessing education through online channels, as well as in engaging in productive activities due to mobility restrictions. Out of school youth have been deeply affected by the pandemic, thus pushing them to seek alternative economic opportunities and making them more vulnerable to recruitment by violent extremists due to offers of financial gains.⁴ Poverty and underdevelopment also significantly affect young people in the BARMM, with more than half or 60% of youth in BARMM belonging to poor families.⁵

Indigenous Peoples, particularly those in the Upi Complex, have also experienced horizontal violence and displacement, which can be traced to resource-based conflicts. Issues concerning the ancestral

⁴ UNDP Philippines (2021). *Assessment of socio-economic impacts of COVID-19 in the Bangsamoro Autonomous Region in Muslim Mindanao*.

⁵ Philippine Statistics Authority-BARMM (2020). *2018 Full-Year Poverty Statistics among Youth in BARMM*. <http://rsoarimm.psa.gov.ph/release/new-article/55530>

domain of the non-Moro indigenous peoples within BARMM and the conflicts arising from these issues brought about the harassment and killings of non-Moro IPs. At present, public consultations on the Indigenous Peoples Code are being undertaken to help protect the rights of non-Moro IPs in BARMM.

The Alignment of the Action with National, EU and UN priorities

National and Bangsamoro Policy Framework

This Project is in line with the Government's overall policy framework for attaining just and lasting peace and ensuring security, public order and safety (Chapters 17 and 18 of the Philippine Development Plan 2017-2022 respectively).

Under Chapter 17 on attaining just and lasting peace, the Government commits to: (1) pursue the negotiation and implementation of peace agreements with all internal armed conflict groups; and, (2) ensure that communities in conflict-affected and vulnerable areas are protected and developed. Thus, the Government will pursue the following: (1) the meaningful implementation of the agreement with the MILF towards healing in the Bangsamoro through an enhanced approach and roadmap for the implementation of the Comprehensive Agreement on the Bangsamoro and its annexes, in close coordination with the MILF; and, (2) the completion of the implementation of the remaining commitments under the Government of the Philippines (GPH)-Moro National Liberation Front (MNLF) Peace Agreements. Likewise, the Government will also try to implement peace-promoting and catch-up socioeconomic development in conflict areas; empower communities by increasing their capacity to address conflicts and reduce their vulnerabilities; and, make government more responsive to peace, conflict, and security issues.

The action also responds to the strategies outlined in the Office of the Presidential Adviser on the Peace Process (OPAPP) Six-point Peace and Development Agenda which involves the implementation of peace-promoting and catch-up socio-economic development in conflict-affected, vulnerable, and lagging areas. Within this context and in support of these national initiatives, PROACTIVE will contribute to efforts to accelerate the transformation of MILF camps and communities into peaceful and progressive communities.

The BARMM Chief Minister's 12-point priority plan for the BTA emphasises the successful transformation of MILF (and MNLF) communities as a key priority. The Comprehensive Agreement on the Bangsamoro goes well beyond support to individual combatants to ensuring that their families and communities are participants in, and beneficiaries of, meaningful change towards lasting peace and sustainable development.

The action aligns with Chapter 10 under the Bangsamoro Development Plan 2020-2022, which focused on Upholding Peace, Security, Public Order and Safety, and Respect for Human Rights. Under this chapter, fast-tracking the rehabilitation of conflict-affected areas in the Bangsamoro was highlighted as one of the key outcomes. This was further supported by strategies on: (1) fast-tracking the transformation of former MILF camps into productive communities; and, (2) supporting the implementation of the other components of the Normalization program.

The action also supports the implementation of the Annex on Normalization, particularly in relation to the following provisions: (1) provision of special socio-economic programs for the decommissioned women auxiliary forces of the MILF (BIWAB); (2) conduct of community-needs assessment for socio-economic programs; and, (3) provision of support for combatant and non-combatant elements of the MILF, IPs, women, children and internally displaced persons.

Under Pillar 2 (Empowerment and Participation) of the Bangsamoro Regional Action Plan on Women, Peace and Security (RAP-WPS) 2020-2022, Bangsamoro women are supported to become active agents of change by influencing policy and decision-making processes, peacebuilding initiatives and post-conflict reconstruction efforts. The action will support the RAP-WPS Pillar 2 by engaging the BIWAB, Social Welfare Committee and other women's organizations within the target areas included in the action. Similarly, the action also responds to the Bangsamoro Women Commission's Women Economic Empowerment focus area which seeks to build the capacities of Bangsamoro women to become technically skilled, empowered, self-reliant and economically stable.

In 2020, the Regional Peace and Order Council of BARMM adopted the Bangsamoro Convergence Framework for Community Resilience (Bangsamoro CoRe). The Bangsamoro CoRe Framework seeks to: (1) develop an integrated and holistic approach to strengthen community resilience in the region; (2) establish and facilitate an inclusive and culturally-sensitive process to effectively address natural and human-induced disasters, including violent extremism, armed conflicts and pandemics; (3) ensure convergence among different actors and stakeholders through coordination, collaboration and capacity-building towards strengthening resilience in Bangsamoro communities; and, (4) ensure efficient and rapid action/implementation through participatory, deliberative and sustainable initiatives. The action contributes to strengthening community resilience in the Bangsamoro by addressing multi-dimensional risks and vulnerabilities experienced by communities in the target locations of PROACTIVE.

EU Priorities

The action builds on, consolidates and strengthens the EU's political and development cooperation support to Mindanao through: i) supporting the creation of an enabling environment for sustainable employment and enterprise development in the 6 major declared camps of the MILF; ii) supporting the delivery of the initial peace dividends, and promoting confidence-building through improved access to basic communal services and facilities in the 6 major declared camps of the MILF; and, iii) strengthening social cohesion and community resilience through enhancing capacities and participation of local stakeholders—including women, youth, and faith-based leaders—in peacebuilding.

UNDP will prioritize the areas of assistance under EU Result 1 for its strategy for peace and development in BARMM which is stated by the EU as “Improved capacities and confidence of diverse groups to participate in the peace process mechanisms and confidence-building among diverse groups, including expansion of networks for dialogue and mediation, as well as early recovery, relief and rehabilitation from immediate effects of conflict.”

UN Policy Framework

Project PROACTIVE is consistent with the UN Philippines Partnership Framework for Sustainable Development (PFSD, formerly UN Development Assistance Framework or UNDAF), which envisions that “National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsive governance systems and accelerating sustainable and equitable development for just and lasting peace in conflict affected areas in Mindanao.”

The Action is also aligned with the Philippines UN Country Team’s Socio-Economic and Peacebuilding Framework, launched in 2020, that highlights support for the Bangsamoro peace process, and especially normalization, as one of its critical priorities.

Lastly, the Action also supports the achievement of Sustainable Development Goal 16 (Peace, Justice and Institutions) that seeks to “promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.”

II. STRATEGY

Theory of Change

This action rests on a straightforward “if-then” statement, or theory of change:

If enabling environment for sustainable jobs is created in MILF camps; access to basic services improved as confidence-building measure; and social cohesion and community resilience strengthened through enhancing capacities and participation of local stakeholders—including women, youth, and faith-based leaders; then the prospects of camps transitioning to peaceful and productive communities, rather than combatants joining extremist groups, will be greatly enhanced.

The theory of change is drawn partly from the global experience of peacebuilding, and partly from the experience of the Philippines itself.

Recent analyses from new cycles of violence in Maguindanao, Lanao del Sur, and Sulu provinces has established that there is growing frustration among members of MILF camps and communities, especially youth, with regard to the slow pace of the delivery of peace dividends and perceptible improvements in their lives following the launch of BARMM. This has led to an increase in horizontal violence as these individuals have joined extremist and private armed groups. In the absence of viable socio-economic alternatives, local disputes over land and natural resources, including those precipitated by the impact of COVID 19, have also taken a violent turn. Increased violence has in turn made the task of camp transformation even more complicated. Camp commanders have been embroiled in some of the conflicts. Resurgent *ridos*—local term for family and clan feuds characterized by sporadic outbursts of retaliatory violence—have daunted investors, as have visible manifestations of extremist resurgence such as the takeover of the Datu Paglas public market by the BIFF in April 2021 which prompted the President to warn BARMM of another potential Marawi.

This action is based on the theory that simultaneous and visible action on three fronts—sustainable livelihoods in the affected communities; improved service delivery; and enhanced social cohesion—is necessary to arrest the ongoing violence and to address the root causes indicated above. **This approach is also closely aligned with the Camp Transformation Framework and the Camp Transformation Investment Program developed with the Bangsamoro Planning and Development Authority (BPDA).** Through the School for Peace and Democracy initiative as well as a series of consultations with camp commanders, UNDP assisted local leaders to identify the priorities which they then contributed to the BPDA framework. UNDP will continue to support the implementation of this framework, including through the newly established Bangsamoro Normalization Trust Fund (BNTF).

III. RESULTS AND PARTNERSHIPS

Expected Results

The proposed action takes an “ecosystem” approach to camp transformation, addressing both the deterrents to investment and growth (violence, lack of access to capital, credit, markets and supply chains) and also providing incentives (greater participation, equity and empowerment, and peace dividends).

The vast majority of contemporary approaches to normalization focus on providing resources to individuals or groups, along with one-off training and capacity building. These separate inputs are then expected to coalesce into viable, self-reinforcing and organic economic and decision-making processes. In real life, this rarely happens.

PROACTIVE takes a different, more “proactive” approach by providing for linkages between different interventions. It does so by building the capabilities of camp leaders to cohere them as part of a wider plan, and then also ensuring sustained accompaniment for community members and combatants as they undergo the process of transformation.

Components and Outputs

The specific objective of the Action is to contribute to efforts in enhancing local capacities to facilitate transition and transformation of the six (6) major declared camps of the MILF into peaceful and productive communities. The project will seek to attain this objective by working towards three primary results, as follows:

1. Enabling environment for sustainable employment and enterprise development created;
2. Initial peace dividends delivered, and confidence-building promoted, through improved access to basic communal services and facilities; and,
3. Social cohesion and community resilience strengthened through enhancing capacities and participation of local stakeholders—including women, youth, and faith-based leaders—in peacebuilding, promoting a culture of peace, and conflict transformation.

The proposed action will be implemented through an area-based approach that will take into consideration the specific context, location, and resource base of the target areas. As such, the

programme will be informed by the Camp Transformation Plans (CTP) 2021-2026 completed in January 2021 and the draft camp transformation investment plans, to be validated by rapid needs assessments and local consultations to ensure that interventions are relevant and appropriate for the communities. Key informant interviews, focus group discussions and perception surveys will be employed to gather relevant information from the joint peace mechanisms, formal and traditional leadership structures, and prospective beneficiary individuals and groups. Collected information will guide the programme in completing beneficiary selection, finalizing needs and priorities, and allocating resources per area. It will also serve as baseline reference for measuring changes in knowledge, attitude, practices and living conditions of beneficiaries after programme interventions.

The CTPs articulate the overall vision and goals for camp transformation as well as the proposed initiatives and expected outcomes for each camp. These plans—which regard gender equality, social inclusion, and infrastructure support as cross-cutting themes—encourage the development of more specific plans in the future which could be camp-specific, actor-specific (i.e., for decommissioned combatants), or thematic in nature (e.g., for agriculture development, among others). The CTPs are quite comprehensive because they pay attention to three elements that underpin camp transformation: (i) human security of combatants and their families, (ii) community development [e.g., social, cultural, economic, etc.], and (iii) area development [e.g., physical, environmental). This programme seeks to serve as a platform to operationalize the CTPs and allow various stakeholders to explore coordination and collaborative arrangements, resource complementation schemes and implementation strategies in preparation for the larger community development support through the BNTF and the BARMM's Special Development Fund .

The programme will be pursued through the following components:

Component 1. Inclusive and Sustainable Livelihoods

Expected Outputs:

1. At least 24 groups organized or strengthened as social enterprise or cooperative
2. At least 1,200 men and women trained on organizational and project management, financial literacy, marketing, sustainable agriculture/aquaculture management practices, conservation and protection of natural resources, and climate change adaptation
3. At least 24 agriculture-based enterprises established or enhanced
4. At least 12 alternative or vocational livelihood programs implemented
5. At least 12 communities with access to micro-grants to scale up or diversify individual and group livelihoods in the area
6. At least 24 organizations linked with stable markets and resource/support institutions

This component shall consist of interventions that seek to create, enhance and/or diversify income sources through livelihood interventions that entail the provision or enhancement of production assets, capacity building on sustainable agriculture production, and entrepreneurship, vocational training for alternative livelihoods, and access to micro-grants as accompaniment support to apply lessons from learning sessions.

The action will support both agriculture-based and non-agriculture-related (vocational) livelihood endeavors. The list, types, and range of support to be provided will be jointly assessed with the camp leadership and with community participation, through the conduct of a detailed area profiling and review of human/natural resources and other productive assets. The assessment will include supply and value chain perspectives to appraise the additional income-generating potential of existing and prospective livelihoods. Assessment results will be triangulated with available information from local economic development plans and other technical records (e.g., crop suitability based on soil type per area) of relevant government institutions like the Municipal Agriculture Offices and the BARMM's Ministry of Agriculture, Fisheries and Agrarian Reform (MAFAR). A separate assessment will likewise be made to document existing technical vocational skills, interests and opportunities which can be tapped for self- or wage-employment. This will be done in coordination with relevant government and business sector entities like the BARMM Ministry of Labor and Employment (MOLE), Ministry of Trade, Investments and Tourism (MTIT), Municipal Local Economic Enterprise Office, and local chambers of commerce and industry. The Project will be assisted by local livelihood experts who shall be contracted to assist in the profiling of coverage areas, identification of feasible livelihood endeavors, listing of livelihood inputs/assets to be provided by the Action, assist in the assessment and—where feasible—contracting of local organizations (e.g., Busikong Greenland Multi-Purpose Cooperative, The Moropreneur, Inc.) with extensive experience in providing agriculture-based capacity building and livelihood assistance to community-based organizations, and monitoring activities and outputs under this component.

Project assistance will include support for the development or expansion of agri-based livelihood activities for: (i) self-sufficiency, which will adopt small-scale integrated farming systems that may combine intercropping of cash crops and high-value crops with livestock and poultry; and, (ii) profitability, which would require commercial-level farming (and possibly fishing/aquaculture) operations involving group production, value-added processing, and utilization of mechanized assets and post-harvest facilities to achieve economies of scale. Participants will be individual households and organized groups of former combatants who are into farming/fishing, and who will further be provided with training support and technical assistance in newer, safer and more sustainable farming technologies and management. Agri-based livelihood options may include production, processing for value adding, consolidation and marketing of high-value crops (e.g., cacao, cassava, jackfruit and banana); agro-forestry-based farming in hilly and upland areas using sloping agricultural land technology; aquaculture and product processing for those with access to coastal areas; and, promotion of integrated agri-based livelihood system (with livestock and poultry production). Communities may also venture into eco-tourism development as well as large communal gardens for local marketing and support to nutrition programs. Beneficiaries will be linked with markets for their produce and with support institutions that could assist in product quality assurance, packaging, marketing and additional financing.

Communities will be assisted in a manner that enables them to craft and implement initiatives that are ecologically viable and “natural resource sustainable.” Given the evident and adverse impact of climate change in BARMM, this will be especially necessary. Participants in UNDP initiatives, especially entrepreneurs, cooperative managers, and community planners, will be assisted to enhance their capabilities for sustainable resource management, natural ecosystem conservation and application of low carbon technologies. These efforts should allow targeted communities to achieve a “green transition.”

The non-agriculture related livelihood support will mostly involve vocational skills development training and accreditation to pursue self/wage employment as an alternative or complementary income source for traditional farming/fishing households during lean season or while waiting for harvest. The training programme will be implemented through local trainers duly accredited by the Technical Education and Skills Development Authority (TESDA) of the BARMM Ministry of Basic, Higher and Technical Education (MBHTE). Locally-contracted trainers shall manage the development of customized community-based training modules and facilitate final assessment and certification of training graduates. Project support to training beneficiaries will also involve provision of “starter kits” that could include starting capital, tools and other needed assets for service or goods delivery. Procurement and distribution of these starter kits shall be directly managed by the UNDP. The project will target as participants of this program former combatants or their immediate family members who are unemployed or whose household income is considered among the lowest in the community. Training graduates seeking wage employment will be linked to potential employers. Those pursuing self-employment will be supported to start their own businesses, or in organizing themselves into a group enterprise to collectively provide goods or services.

All beneficiaries will receive training support on entrepreneurship, project management, financial literacy, and marketing. The project will likewise assist in organizing or reconstituting local groups, cooperatives or associations to be provided with livelihood assistance. Organizational support shall include completion of registration records, development/updating of operational policies and procedures, and coaching on organizational management and operations assessment. The capacity building component will be delivered by competent training service providers and resource persons which shall be jointly identified during the inception phase. Access to micro-grants —with elements of Islamic financing, capital build-up, and payback options—shall be made available for access. Detailed guidelines as well as criteria for selection of beneficiaries and amount of grant to be awarded shall be developed in the inception phase and would have to be formally approved by the Project Board. The grant facility will be directly managed by the Project Team. Prioritized to access these grants could include those looking to scale up their stable livelihood operations, engage in value addition of goods (e.g., chips and flour from cassava, dried goods and jams) and delivery of consolidated services.

The project will elicit the participation of representatives from the Joint Task Force on Camps Transformation (JTFC), Task Force on Decommissioned Combatants and their Communities (TFDCC) and camp leadership in all stages of project implementation. The group will particularly be needed in setting the beneficiary selection and micro-grant award criteria, and in the actual screening and finalizing the list of community, individual and group beneficiaries.

Component 2. Initial Peace Dividends

Expected Outputs:

- At least 24 local social formations (LSF) organized and trained to manage and sustain projects related to basic services and communal facilities
- 36 small scale and quick impact community infrastructure projects completed

With the CTPs already indicating the priority initiatives of the six MILF camps, this component will facilitate the realization of small scale, quick impact projects as tangible manifestations of the long-sought “peace dividends” by conflict-affected communities. Social preparation as well as community organizing will be the base elements of this component. The proposed action will involve, at the onset, series of consultation, planning and validation sessions to ensure that the camp leadership and community members are adequately involved in designing and decision-making processes. These sessions will provide ample opportunities for stakeholders to shortlist priority projects, level off on expectations, agree on the design/scope of projects, jointly develop reporting and feedback mechanisms, and agree on possible counterpart contributions (e.g., volunteer work, sweat equity) and sustainability measures. The Project will engage individual and/or institutional service providers with expertise in community organizing and community-based development planning to provide the needed accompaniment support.

Following the identification of projects to be implemented, relevant LSFs—like barangay water and sanitation association, education committee, nutrition committee, technical working group and composite project monitoring committee—would be supported or established where these have not yet been formed. They are expected to take the lead in project coordination, monitoring and, after completion, in the operation and maintenance of resulting facilities. Hence, they will be provided with project management and accompaniment support on actual project monitoring, assessment and operation. Assistance will also include development of operations manual and sustainability plan for identified projects/facilities. For health and nutrition related projects, support will be extended to cover information, education and communication (IEC) campaign on sexual and reproductive health and rights, promotion of child rights, and collective action against gender-based violence.

Depending on the results of community consultations, projects may include, but not limited to, the construction, rehabilitation or expansion of the following: water system, masjid, madrasa, multi-purpose hall, health center, nutrition post, communal garden and hanging bridge. Where possible, former combatants or their immediate family members with the appropriate construction-related skills, or those who completed relevant vocational training courses under Component 1, will be engaged as skilled workers or laborers to support local employment. The Project will have a dedicated civil engineer who will provide overall supervision on contracting, design approval (after community consultations), implementation monitoring (with M&E Officer), quality assurance, and certification for turnover to communities.

Implementation of this component will be done in close coordination with relevant government institutions in the area to further promote ownership, avail of existing resources and technical expertise, and help ensure sustainability. Collaborative arrangements with local and regional government bodies like the Barangay Council, Municipal Engineering Office, Municipal Mayor’s Office, and the BARMM Ministry of Health may include deployment of technical experts for consultancy, authorizing use of heavy equipment, supplementing construction materials, and deployment of personnel to be stationed in completed facilities (e.g., barangay health workers in health center or nutrition post, teachers in madrasah).

Component 3. Strengthening Social Cohesion and Community Resilience

Expected Outputs:

- 6 camps provided with technical assistance for camp/command leadership to meaningfully engage their constituencies, local government units (LGUs) and regional/national government agencies on normalization and socio-economic development initiatives
- 24 social cohesion, peacebuilding and conflict management initiatives mobilized, assisted with relevant capacities, and accompanied in achieving their objectives.

This component will have particular focus in actively engaging camp (including front and base command) leadership to lead in promoting and strengthening social cohesion and community resilience in their respective areas of responsibility. The approach forms part of the overall strategy to assist former combatants in transitioning to civilian roles. The proposed programme continues to recognize the critical

leadership roles of the camp commanders and officers, albeit now in a community development setting. This arrangement is also envisioned to help in slowly removing the “camp” label towards their recognition as civilian communities, as well as in slowly integrating these coverage areas under the ambit of formal governance structures by linking the camp leadership and their communities with government institutions, the private sector and the wider population at the barangay/municipal/provincial levels.

Aside from the capacity-building support for camp leadership, the action will also help enhancing the capacities and participation of local stakeholders—including women, youth, and faith-based leaders—in community development processes, partnership building, peacebuilding, promoting culture of peace, and local conflict management. The prioritized mechanisms, also considered as local social formations, would include local mediation groups, council of elders, council for rido settlement, and intra-faith/women/youth groups.

Gender equality, and more specifically Women, Peace and Security lens, will be integrated into the conduct of detailed community assessments, with women facilitators identified as part of the assessment team. Social cohesion and community resilience initiatives will also support women-led community-level interventions on dialogue and mediation, risk communication and community engagement, and other conflict-prevention and peacebuilding initiatives.

Specifically, the Women Insider Mediators’ Rapid Action and Mobilization Platform (WIM-RAMP), a joint initiative of UNDP and the Bangsamoro Women’s Commission, and whose membership also includes select BIWAB members, will build the capabilities of women in MILF communities to actively organize to identify potential risks and to engage community leaders and peers in a proactive manner to address them. These risks could include the ongoing negative impacts of climate change, violent extremism, as well as simmering local conflicts that could be reignited due to local circumstances.

Following the mobilizing and training support, the programme will then provide an allocation to support initiatives of LSFs to deliver their respective mandates—e.g., mediation and negotiation to resolve local disputes, rido settlement, khutbah development and community-led campaign against violent extremism. This component would also consider support for information, education and communication (IEC) campaign regarding updates on the Bangsamoro (political) transition and normalization tracks. This will help address misinformation and aid in managing expectations of former combatants particularly on matters relating to the socio-economic packages and policing (i.e., entry of MILF and MNLF into the Philippine National Police). Depending on type of proposed initiatives and action plans developed by the LSFs, allocation can be utilized to support cost of mediation work and dialogues between conflict parties, reproduction of IEC/advocacy materials, procurement of goods, support cost of meetings with and representations to the LGUs and BARMM ministries, and fund small projects (e.g., development of play areas as designate safe space for children).

These outputs will be delivered through the Bangsamoro Leadership and Management Institute (BLMI) and/or Bangsamoro Development Agency (BDA), subject to procurement processes.

Resources Required to Achieve the Expected Results

To effectively implement the project, UNDP will also recruit and deploy qualified personnel to complete the Project Management Unit (PMU) and work full-time (100% of their time) for the project:

- Monitoring and Evaluation Officer’s main responsibilities include monitoring progress against the project monitoring plan, collect baseline and progress data, and preparation of draft project reports;
- Project Officer’s responsibilities shall include the development activity designs, terms of reference and other relevant project implementation documents; engagement of and coordination with project stakeholders and data collection as inputs to progress reporting
- Project Engineer will handle contracting, design approval (after community consultations), project implementation supervision, quality assurance, and certification of completion of community infrastructure projects
- Admin/Finance and Logistics Assistant, in coordination with UNDP Peace Team’s Admin and Finance Analyst, shall provide the necessary administrative, logistical, and financial management support to the implementation of the Project
- Drivers (2) shall help address the transportation requirements of PMU and UNDP staff for project implementation, monitoring and evaluation activities

The Project Office also includes UNDP staff necessary for the implementation of the Project activities, charged for the time directly attributable to the implementation of the Action:

- Peace Programme Team Leader (40% of time) shall provide general supervision of the PMU and ensure that project implementation is compliant with the general and special conditions of the Contribution Agreement and UNDP corporate guidelines
- Peace Programme Analyst (50% of time) will provide programmatic and technical support to ensure project's alignment with programme priorities in the BARMM region. Will provide quality assurance and assist in ensuring project's compliance with UNDP's internal control framework and other corporate guidelines.
- Head of Office - Cotabato (50% of time) will provide operational and coordination support during project implementation. Will assist in working out collaborative arrangements with BARMM ministries and LGUs as well as potential complementation with other relevant UNDP projects involving the MILF leadership and 6 major camps (e.g., project on small arms and light weapons).
- Admin and Finance Analyst (50% of time) shall provide general supervision and guidance to the Admin/Finance and Logistics Assistant relative to procurement, engagement of local service providers, monitoring of contracts, travel management, financial transactions, spot checks, transaction reporting, reconciliation, banking services, financial management support and reporting

In addition, the project office costs required for the implementation of the Action will include the office space (maintenance, cleaning, utilities and security), office equipment (laptops and stationary assets), information and communication technology or ICT services (email address, internet connection, ICT technical support and access to licensed software), and staff movement for project implementation and M&E (local DSA, flights, vehicle rental, fuel and maintenance).

Partnerships

The project will coordinate its activities with duty bearers which include the BARMM's MILG, MTIT, MAFAR, Ministry of Environment, Natural Resources and Energy (MENRE), Ministry of Social Services and Development (MSSD), and the national Cooperative Development Authority (CDA). At the local government level, it shall work with the concerned Barangay Councils and Municipal Offices on Planning and Development, Agriculture, Local Economic Enterprise, Engineering and Disaster Risk Reduction and Management.

UNDP may consider engaging civil society organizations (CSOs) within the Bangsamoro region as contractor depending on the result of a service provider capacity assessment to be conducted during Action inception. UNDP shall utilize the appropriate engagement modalities which would be determined by an internal UNDP Country Office-level Engagement Review Panel based on the prescribed guidelines under UNDP's Programme and Operations Policies and Procedures (POPP).

UNDP shall likewise ensure regular coordination with the Joint Normalization Committees (JNC), JTFCTs, TFDDCs and other peace mechanisms of the GPH and MILF to secure their support and concurrence, help promote ownership and sustainability, help minimize risks during action implementation and elicit complementation of resources.

Risks and Assumptions

Among the risks faced by the project are the following:

1. Threat of Armed Conflict occurring anew. There are other active armed groups in the region who are not supportive of the Peace Process and who continue to use violent means to achieve their objectives. Outbreaks of violence could cause the suspension or delay of project activities. A mitigation measure would be to ensure continued coordination with local authorities and the project stakeholders.
2. Competing Land Claims. Much of the violence in the BARMM is due to competing land claims and there might be cases of violent clashes between MILF commanders due to such longstanding issues. Outbreaks of these so-called "horizontal conflicts" could cause the suspension or delay of project activities. A mitigation measure would be to ensure continued coordination with local authorities and the project stakeholders
3. Change of Leadership in the 2022 Elections. The conduct of elections in 2022 may shift the focus of the BARMM leadership and may affect the timelines established by the Project. A change in leadership may also cause withdrawal of support. A mitigation measure would be to ensure that the project adopts a participatory and consultative approach in the planning and implementation of the activities to ensure buy-in among the stakeholders and ensure that political dynamics are given due consideration.

Apart from the mitigation measures already mentioned, the Project will need to include buffers in the project schedule in anticipation of delays..

Stakeholder Engagement

At the outset, the action will go through a four-month inception phase. This period will cover the conduct of the following: (1) inception meeting with key project stakeholders for familiarization with the project design, interventions, duration and resources available; (2) coordination meetings with the GPH-MILF peace mechanisms on risk management and in setting criteria for beneficiary selection; (3) area profiling, community consultations and needs assessment as part of the baseline study; (4) mapping and assessment of local actors and prospective service providers; (5) meetings and workshops to promote resource complementation, mostly with the BARMM ministries and LGUs; (6) identification of programmatic activities that can be delivered by local actors and service providers; and, (7) updating of implementation, communications and M&E plans including mainstreaming of gender equality and other policy priorities into the action and defining disaggregated indicators in the logical framework. A Gender and Inclusion Adviser will be engaged by the Project to conduct a gender and inclusion analysis for the listed interventions during the inception phase, and then operationalize the findings into an intervention strategy of the action throughout the three outcome areas. Mainstreaming of gender equality would then have to be reflected in the revised workplan, logical framework, and communications and M&E plans.

Expected outputs of the inception phase shall include the: (1) beneficiary selection criteria; (2) baseline study report; (3) initial list of projects and beneficiaries; (4) indicative list of implementing partners and service providers for each outcome/output and the rationale/justification of their selection; (5) indicative set of collaborative arrangements and counterpart contributions; and, (6) updated implementation, communications, M&E and risk management plans including mainstreaming of gender equality and other policy priorities into the action and defining disaggregated indicators in the logical framework. These outputs will be presented to the Project Board for final review and endorsement. Project Board agreements, again, will serve as reference for amending the Contribution Agreement in accordance with the relevant contractual provisions.

South-South and Triangular Cooperation (SSC/TrC)

Given the relatively tight budget allocated, this Project will not entail formal South-South or Triangular Cooperation, but technical expertise and lessons learned will be obtained from the experiences and political transitions in the Southeast Asia region to better inform the efforts under this Project.

Knowledge

The Project will document good practices and lessons learned in the course of Project implementation. It will produce baseline data and establish information system on socio-economic conditions in the six major camps. It will support the formulation of policy documents on camp transformation.

Sustainability and Scaling Up

The project is designed to help transition former combatants of the Moro Islamic Liberation Front (MILF) into their new roles as community leaders and as productive members of their communities and to transform their six major camps into economically thriving communities. It will contribute to building social cohesion and maintaining stability in the former conflict-affected areas.

Sustainability of the above-mentioned results will be ensured at the very start by engaging and involving the relevant ministries, agencies and LGUs in the BARMM, who will assume accountability for the outputs of the project.

Local Social Formations (LSFs) will be supported and capacitated in the management of enterprises and will be linked to relevant agencies or entities for possible technical, referral and resource support beyond the project's lifespan. And, during the project's execution, assurance activities such as programme monitoring visits will also be made to ensure momentum in activities that were initiated.

At the end of the Project implementation, capacities, systems and mechanisms will have been put in place in the camps and at the BARMM level to make the transition of the camps as smooth and efficient as possible. This will help ensure that support from the BARMM Leadership, particularly the relevant agencies and ministries will continue beyond the lifespan of the Project.

Sustainability may also be drawn from other institutional infrastructures that may be developed in the course of Project implementation. Counterpart resources will be sought, whenever possible, from the relevant stakeholders to strengthen ownership of project interventions.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

All project interventions will be implemented in close collaboration with organizations with extensive knowledge of the complexities of political, cultural and gender dynamics of Muslim Mindanao. These organizations will also have established management structures and operational networks. Project implementation will also be reviewed on a quarterly basis to ensure that the original theory of change holds and any necessary adjustment of interventions will entail minimal costs.

Moreover, the Project Team will coordinate with other UNDP units who are also operating in the same areas to ensure complementarity and minimize costs.

Project Management

As the project entails the transformation of the six major camps of the MILF in the BARMM, UNDP will establish a fully-staffed Project Management Office in Cotabato City, which will be responsible in implementing the various components of the Project.

To ensure that project results are achieved, a multi-stakeholder Project Advisory Board will be established, which includes representatives from key implementing partners and stakeholders. In particular, the project board will be comprised of the representatives of OPAPP, the MILF, the MNLF, contributing development partners, civil society, and academia, and chaired by the UNDP Resident Representative or the Deputy Resident Representative with the Donor Representative as co-lead. The Project Board will meet at least once a year (or more often as needed) to review implementation and provide detailed substantive guidance. *(Please refer to section VIII on the Management Arrangements)*

V. RESULTS FRAMEWORK⁶

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework (Outcome 3): <i>National and local governments and key stakeholders recognize and share a common understanding of the diverse cultural history, identity and inequalities of areas affected by conflict, enabling the establishment of inclusive and responsive governance systems and accelerating sustainable and equitable development for just and lasting peace in conflict affected areas in Mindanao.</i>								
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets (2019-2023): <i>3.1. Number of non-state armed groups transformed into legitimate socioeconomic/political organizations Baseline (2016): 1 Target: 5</i>								
Applicable Output(s) from the UNDP Strategic Plan: <i>3.3. UNDP-assisted combatants and conflict-affected communities provided with incentives and capabilities to become productive members of society in times of peace.</i>								
Project Title and Atlas Project Number: <i>Programme on Assistance for Camp Transformation through Inclusion, Violence Prevention, and Economic Empowerment (PROACTIVE) / ID</i>								
EXPECTED OUTPUTS	OUTPUT INDICATORS ⁷	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS
			Value	Year	2022	2023	FINAL	
Output 1 Sustained and inclusive economic development.	1.1.1 Number of MILF communities with local economic development plans following inventory of natural resources and other productive assets	Consolidated community economic development plans	0	2022	7	12	12	Review of Project Accomplishment Reports
Indicative Activities								
1.1.1 Conduct of area profiling and resource mapping	1.2.1 Number of social enterprises or cooperatives organized/reconstituted	Organization profile and registration records	0	2022	14	24	24	Review of organizational and registration records
1.2.1 Organizing, registration or reconstituting of social enterprises and cooperatives	1.2.1.1 Number of women and marginalized group-friendly enterprises or cooperatives organized/ reconstituted	Organization profile and registration records	0	2022	4	6	6	Review of organizational and registration records
1.3.1 Training module development	1.3.1 Number of training design/program finalized with modules on sustainable livelihood management, natural resource protection and conservation, and climate change adaptation	Approved training program	0	2022	1	1	1	Review of consolidated training modules
1.3.2 Conduct of training sessions								
1.4.1 Crafting of manual(s) on operation and management								

⁶ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

⁷ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

of grant/ micro-investment facility 1.5.1 Identification of agri-based and vocational livelihood requirements 1.5.2 Procurement and delivery of livelihood inputs to beneficiaries 1.5.3 Project implementation monitoring and reporting 1.6.1 Validation of coordination with likely business/private sector partners 1.6.2 Formalizing partnership agreements with identified business/private sector entities	1.3.2 Number of individuals trained on the principles and application of sustainable livelihood management, natural resource protection and conservation, and climate change adaptation, among others	<ul style="list-style-type: none"> • Agreements with training providers • Training modules • Post-activity reports including completed evaluation forms • Attendance records • Project database and monitoring reports 	0	2022	1200	1200	1200	Review of Project Accomplishment Reports
	1.4.1 Number of households which received additional livelihood support through low value grants	<ul style="list-style-type: none"> • Manual of operations of the grant/micro-investment facility • Grant application or project proposal documents • Organizational or individual profile of grant recipients 	0	2022	0	250	500	Review of Project Accomplishment Reports
	1.5.1 Number of men and women provided with individual non-agricultural (entrepreneurial or vocational) livelihood assistance package	<ul style="list-style-type: none"> • Project monitoring and progress reports • Partnership agreement with implementing partners (e.g., MBHTE-TESDA, MAFAR) • Project monitoring and progress reports 	0	2022	300	600	600	Review of Project Accomplishment Reports
	1.6.1 Number of community enterprises assisted to formally enter into "production-and-supply" agreements	<ul style="list-style-type: none"> • Signed supply or employment contracts and agreements • Supply and service records 	0	2022	6	12	12	Review of Project Accomplishment Reports
	Output 2 Initial peace dividends delivered	2.1.1 Number of MILF communities in the major camps assisted on community needs assessment and baseline data collection	<ul style="list-style-type: none"> • Needs Assessment and Baseline Reports • Project database 	0	2022	12	12	12
Indicative Activities 2.1.1 Conduct of Community assessment and area profiling 2.1.2 Collection of baseline data 2.2.1 Finalizing list of projects, implementation management setup and resource sharing arrangements	2.1.2 Number of men and women of MILF communities in the major camps involved in the establishment of project baseline data	<ul style="list-style-type: none"> • Attendance records • Baseline data collection forms • Project database 	0	2022	1,200	1,200	1,200	Review of project baseline records
	2.2.1 Number of community orientations and planning sessions facilitated across the 6 major camps	<ul style="list-style-type: none"> • Post-activity reports • Community/TWG implementation and monitoring guidelines • Partnership and contribution agreements 	0	2022	36	36	36	Review of Project Accomplishment Reports

<p>2.3.1 Organizing and training of LSFs</p> <p>2.4.1 Engagement of implementing partners to manage project implementation</p> <p>2.4.2 Project implementation monitoring, reporting and evaluation</p> <p>2.4.3 Formal handover of facilities to the community</p>	<p>2.2.1.1 Number of men and women of MILF communities in the major camps participating in community orientation and planning sessions</p> <ul style="list-style-type: none"> • Attendance records • Post-activity reports 	0	2022	1,200	1,200	1,200	Review of Project Accomplishment Reports
	<p>2.3.1 Number of LSFs (basic service delivery and project management related) assisted in their organizing, reconstituting and capacity building needs to deliver their mandates</p> <ul style="list-style-type: none"> • LSF list of members • Documentation of meetings and activities 	0	2022	24	24	24	Review of Project Accomplishment Reports
	<p>2.4.1 to 2.4.3 Number of WASH, nutrition, social and spiritual development projects identified, implemented, monitored and completed with community participation</p> <ul style="list-style-type: none"> • Approved detailed designs and workplans • Project monitoring and inspection reports • Feedback and grievance mechanisms • Project completion and turnover reports 	0	2022	36	36	36	Review of Project Accomplishment Reports
<p>Output 3</p> <p>Social cohesion and community resilience advanced</p> <p>Indicative Activities</p> <p>3.1.1 Provision of technical assistance to MILF camp/command leadership</p> <p>3.2.1 Organizing and training of LSFs</p> <p>3.3.1 Engagement of implementing partners to assist LSFs in implementation of priority initiatives</p>	<p>3.1.1 Number of MILF camp / command leadership supported to lead the camp transformation and community development efforts</p> <ul style="list-style-type: none"> • Implementing partner reports • Highlights of KIIs/FGDs • Project monitoring and assessment reports • Partnership agreements 	0	2022	6	6	6	Review of Project Accomplishment Reports
	<p>3.1.1.1 Number of men and women of MILF camp/ command leadership supported to lead the camp transformation and community development efforts</p> <ul style="list-style-type: none"> • Implementing partner reports • Highlights of KIIs/FGDs • Project monitoring and assessment reports • Partnership agreements 	0	2022	840	840	840	Review of Project Accomplishment Reports
	<p>3.2.1 Number of LSFs (on social cohesion and community resilience) assisted in their organizing, reconstituting and capacity building needs to deliver their mandates</p> <ul style="list-style-type: none"> • Training/activity documentation • Attendance records • LSF operational guidelines 	0	2022	24	24	24	Review of Project Accomplishment Reports
	<p>3.3.1 Number of LSF priority initiatives fully implemented</p> <ul style="list-style-type: none"> • LSF and implementing partner reports • Project monitoring reports 	0	2022	18	24	24	Review of Project Accomplishment Reports

VI. MONITORING AND EVALUATION

Project monitoring and evaluation (M&E) will be carried out in accordance with UNDP guidelines. The PMU will be guided by an M&E plan for the action. The outputs and indicative activities identified in this document will be translated into milestones, with each milestone linked to specific progress and result indicators. These are currently reflected in the Project's Logical Framework. The achievement of these milestones will be monitored both by the Project Team and the Project Board. Progress reporting will be done on an annual basis. A terminal evaluation will be conducted upon project operational closure. The project may be subjected to an audit based on UNDP rules and regulations. Lastly, results-based management principles will be applied, and gender sensitivity will be ensured in the development and use of M&E tools and methodologies.

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator	Slower than expected progress will be addressed by project management.	None	\$10,000.00
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	None	\$10,000.00
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	None	\$3,200.00
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	None	\$3,200.00
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making. Action plans (e.g., catch-up, gender mainstreaming) updated to guide course corrections.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections. Relevant project plans (e.g., monitoring, gender action) shall be updated as deemed necessary.	None	\$3,000.00
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating	Annually, and at the end of the project (final report)	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	None	\$3,200.00

	summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.				
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	None	\$3,400.00

Evaluation Plan⁸

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
End-of-Project Evaluation	GPH-MILF Joint Normalization Committee			December 2023	MILF, JTFCT, TFDCC and BARMM LGUs/Ministries	\$34,000

⁸ Optional, if needed

VII. MULTI-YEAR WORK PLAN⁹¹⁰

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023		Funding Source	Budget Description	Amount
Output 1: Sustained and inclusive economic development. <i>Gender marker:</i> GEN 2	1.1.1 Conduct of area profiling and resource mapping [5.1.1]	x		UNDP	European Union	71300-Local Consultant	USD 56,306.31
	1.2.1 Engagement of subject matter experts on livelihoods and entrepreneurship to manage: - Organizing, registration or reconstituting of social enterprises and cooperatives [6.3] - Training module development [6.3] - Crafting of manual(s) on operation and management of grant/micro-investment facility - Validation and coordination with likely business/private sector partners [6.3] - Formalizing partnership agreements with identified business/private sector entities [6.3]	x	x	UNDP	European Union	71300-Local Consultant	USD 121,621.62
	1.3.1 Conduct of training sessions [5.4.4.1]	x	x	UNDP	European Union	75700-Learning cost 71300-Local Consultant 72500-Supplies	USD 188,378.38 USD 22,162.16 USD 11,081.08
	1.4.1 Award of low value grants [6.5]	x	x	UNDP	European Union	72600-Grants	USD 170,270.27
	1.5.1 Identification, procurement and delivery of agri-based livelihood inputs for men and women organizations (medium-value support) [3.4.1.1]	x	x	UNDP	European Union	72300-Materials and Goods	USD 681,081.08
	1.5.2 Engagement of TESDA-accredited trainers to deliver vocational training [6.2]	x	x	UNDP	European Union	71300-Local Consultant	USD 57,162.16
	1.5.3 Conduct of technical vocation training [5.4.4.2]	x	x	UNDP	European Union	75700-Learning cost 71300-Local Consultant 72500-Supplies	USD 49,047.30 USD 5,770.26 USD 2,885.14
	1.5.4 Procurement of supplies and equipment for alternative (off-resource) livelihoods [3.4.1.2]	x	x	UNDP	European Union	72300-Materials and Goods	USD 135,135.14

⁹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹⁰ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	SUB-TOTAL						USD 1,500,900.90
Output 2 Initial peace dividends delivered	2.1.1 Conduct of community assessment, area profiling and baseline data collection [5.1.1]	x	x	UNDP	European Union	71300-Local Consultant	USD 56,306.30
	2.2.1 Finalizing list of projects, implementation management setup and resource sharing arrangements [5.4.4.3]	x	x	UNDP	European Union	75700-Learning cost 71300-Local Consultant 72500-Supplies	USD 17,229.73 USD 2,027.03 USD 1,013.51
	2.3.1 Organizing and training of LSFs [5.4.4.4]	x	x	UNDP	European Union	75700-Learning cost 71300-Local Consultant 72500-Supplies	USD 55,135.14 USD 6,486.49 USD 3,243.24
	2.4.1 Engagement of building contractors to manage project implementation [6.6]	x	x	UNDP	European Union	72100-Contractual Services-Companies	USD 1,268,918.92
	2.4.2 Project implementation monitoring, reporting and evaluation [1.1.1.2.4]	x	x	UNDP	European Union	71400-Contractual Services - Individual	USD 51,941.08
	SUB-TOTAL						USD 1,462,301.44
Output 3 Social cohesion and community resilience advanced	3.1.1 Provision of technical assistance to MILF camp/command leadership: community orientation and planning sessions [5.4.4.3]	x	x	UNDP	European Union	75700-Learning cost 71300-Local Consultant 72500-Supplies	USD 17,229.73 USD 2,027.03 USD 1,013.52
	3.1.2 Provision of technical assistance to MILF camp/command leadership: coordination meetings of camp and community leaders [5.4.4.5]	x	x	UNDP	European Union	75700-Learning cost 71300-Local Consultant 72500-Supplies	USD 30,152.03 USD 3,547.30 USD 1,773.65
	3.1.3 Provision of technical assistance to MILF camp/command leadership: mainstreaming gender equality and inclusion [6.1]	x	x	UNDP	European Union	71300-Local Consultant	USD 20,270.27
	3.2.1 Organizing and training of LSFs [5.4.4.6]	x	x	UNDP	European Union	75700-Learning cost 71300-Local Consultant 72500-Supplies	USD 55,135.14 USD 6,486.49 USD 3,243.24
	3.3.1 Engagement of subject matter experts on social cohesion and resilience building [6.4]	x	x	UNDP	European Union	71300-Local Consultant	USD 86,486.49
	3.3.2 Engagement of implementing partners to assist LSFs in implementation of priority initiatives [6.7]			UNDP	European Union	72600-Grants	USD 178,378.35
		SUB-TOTAL					
Programme Management Unit	Head of Office - Cotabato	x	x	UNDP	European Union	71400-Contractual Services - Individual	USD 54,507.68
	Project Manager	x	x	UNDP	European Union	71400-Contractual Services - Individual	USD 92,777.28
	Monitoring and Evaluation Officer	x	x	UNDP	European Union	71400-Contractual Services - Individual	USD 68,649.14
	Project Officer	x	x	UNDP	European Union	71400-Contractual Services - Individual	USD 51,941.08

	Admin and Finance Analyst	x	x	UNDP	European Union	71400-Contractual Services - Individual	USD 23,505.74
	Admin/Finance and Logistics Assistant	x	x	UNDP	European Union	71400-Contractual Services - Individual	USD 30,991.94
	Driver 1	x	x	UNDP	European Union	71400-Contractual Services - Individual	USD 25,934.87
	Driver 2	x	x	UNDP	European Union	71400-Contractual Services - Individual	USD 25,934.87
	DPC – Programme Analyst	x	x	UNDP	European Union	64397-Staff DPC	USD 57,989.73
	DPC – Team Leader	x	x	UNDP	European Union	64397-Staff DPC	USD 209,670.51
	Local DSA in Mindanao	x	x	UNDP	European Union	71600-Travel	USD 47,587.72
	Local DSA in Manila	x	x	UNDP	European Union	71600-Travel	USD 4,894.14
Operations	Local Transportation: Mla-Min-Mla	x	x	UNDP	European Union	71600-Travel	USD 6,925.68
	Local Transportation: Min-Mla-Min	x	x	UNDP	European Union	71600-Travel	USD 3,847.60
	Rent of vehicles	x	x	UNDP	European Union	73400-Rental & Maintenance of Other Equipment	USD 24,774.77
	Furniture, computer, equipment	x	x	UNDP	European Union	72200-Equipment and Furniture 72400-Communication & Audio-Visual Equipment	USD 856.08 USD 12,650.94
	Vehicle costs (fuel and maintenance)	x	x	UNDP	European Union	73400-Rental & Maintenance of Other Equipment	USD 29,729.73
	Office rent	x	x	UNDP	European Union	73100-Rental & Maintenance - Premises	USD 59,459.46
	Consumables - office supplies	x	x	UNDP	European Union	72500-Supplies	USD 16,351.35
	Other services (tel/fax, electricity/heating, maintenance)	x	x	UNDP	European Union	73100-Rental & Maintenance - Premises	USD 9,189.19
	Communication (Internet connectivity, mobile)	x	x	UNDP	European Union	72400-Communication & Audio Visual Equip	USD 13,513.51
	Baseline related meetings	x	x	UNDP	European Union	74700-Learning cost	USD 3,564.19
	Project-level meetings and workshops	x	x	UNDP	European Union	74700-Learning cost	USD 11,880.63
	Evaluation related meetings	x	x	UNDP	European Union	74700-Learning cost	USD 3,564.19
	Visibility actions	x	x	UNDP	European Union	74200-Audio Visual & Print Production Costs	USD 17,381.19
Audit and Evaluation	Audit Cost	x	x	UNDP	European Union	74100-Professional Services	USD 13,851.35

	Third Party Evaluation Team [5.3]	x	x	UNDP	European Union	74100-Professional Services	USD 33,783.78
	SUB-TOTAL						USD 955,708.34
General Management Support		x	x	UNDP	European Union		USD 302,725.77
	TOTAL						USD 4,627,379.69

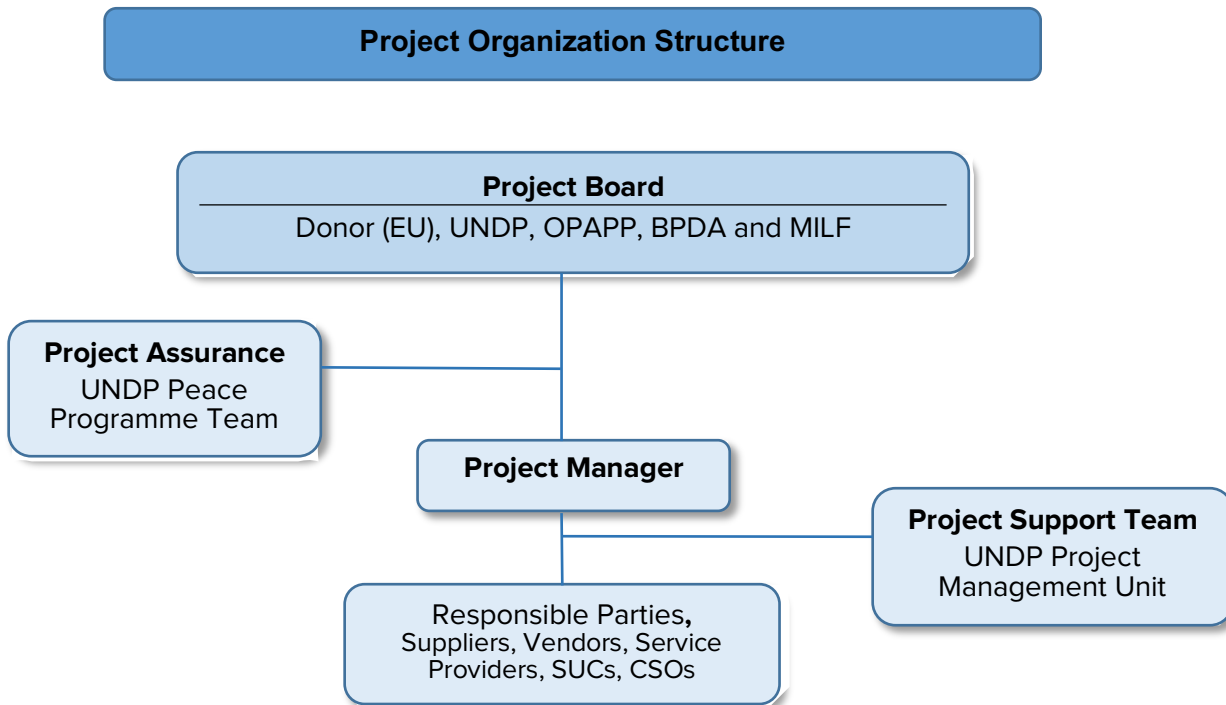
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

A Project Board, comprising of representatives from UNDP, EU, OPAPP, BPDA, MILF and key partner organizations will be constituted to provide overall supervision, and to guide the trajectory of the action. It will be co-chaired by the EU Delegation and UNDP Country representatives. . The Project Board will also review and endorse the selection of partner CSOs. In cases where the selection may impact on political sensitivities, an endorsement of a CSO from either of the main parties—i.e., GPH, MILF, MNLF—to the peace agreement will also be considered in the selection process. The Project Board will meet at least once a year (or more often as needed) either physically or virtually to review implementation progress, address key strategic issues arising and provide detailed substantive guidance. Project Board agreements—particularly ones involving substantial modification or deviation from initial commitments under the Contribution Agreement and of which EU Delegation is Co-Chair—shall be duly documented to serve as reference in formally amending the Agreement.

The action shall also be governed by the wider EU Peace and Development in Mindanao (PD BARMM) Project Steering Committee, to which the EU is a full member, and which is set up and chaired by the Office of the Presidential Adviser for the Peace Process (OPAPP) to oversee and validate the directions and policy of the project. The Steering Committee includes as members the grant beneficiaries implementing actions supported under the EU's PD BARMM programme, as well as other relevant government and non-government entities that may be relevant. The action will likewise coordinate with other projects under PD BARMM to explore areas of work for possible collaboration, avoid duplication of interventions in common geographic coverage areas or target groups, and promote the adoption of similar approaches for similar actions.

Quality assurance will be provided by the Peace Programme Unit. UNDP Peace Team Leader and senior Country Office and Cotabato Field Office staff with relevant technical experience will also provide quality assurance as needed. Project staff will be based in Cotabato and Manila, as the primary stakeholders will be based in these locations.

Under the guidance of the Deputy Resident Representative, and under the direct supervision of the Team Leader of the Peace Programme Unit, a full-time Project Manager will be responsible for the day-to-day management and operational decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the Contribution Agreement, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will also be reporting to the PROACTIVE Project Board and PD-BARMM Steering Committee.



Communication and Visibility

Visibility of the EU will be ensured through the use of its logo in various activities. Communications collaterals, such as infographics, posters, and project shirts, among others, will be produced and used during project events. Proper acknowledgment of the EU will also be ensured in all press releases and relevant reports. A detailed Communication and Visibility Plan has been developed in the Annex VI of the Contribution Agreement.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

UNDP (Direct Implementation Modality or DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹¹ [UNDP funds received pursuant to the Project Document]¹² are used to provide

¹¹ To be used where UNDP is the Implementing Partner

¹² To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. *Choose one of the three following options:*

Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its

subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template** [[English](#)][[French](#)][[Spanish](#)], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*
- 3. Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
- 4. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- 5. Project Board Terms of Reference and TORs of key management positions**